INPATRIATES: A REVIEW, SYNTHESIS AND OUTLOOK OF TWO DECADES OF RESEARCH

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Version November 2015

To be published in Edward Elgar's Research Handbook of Expatriates

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Abstract

The practicality of only relying on using expatriate managers within multinational corporations (MNCs) is becoming debatable with regard to their ability to manage the escalating demands in the global marketplace. Taken from subsidiaries or other countries, inpatriates are assigned to operate in MNC headquarter locations over varying timeframes. Inpatriates can deliver a diversity in management perspectives that is often less visible within the manner in which expatriates operate and this diversity can help to develop and perpetuate the highly sought after global mindset in MNCs. Inpatriates have received limited exposure in extant literature, and it is our aim to present a synopsis and clarification of the research relating to these professionals. This chapter first defines inpatriates and distinguishes characteristics of an inpatriate from those possessed by an expatriate. Second, we highlight the rationale for understanding inpatriates in the context of MNCs. Third, we provide an overview of the limited set of theoretical underpinnings linked to inpatriates on international assignments. Fourth, we address the implications of utilizing inpatriates on theoretical and practical grounds, ending with a detailed future research agenda. The chapter serves to explore and leverage the utility of inpatriates in MNCs.

Two Decades of Inpatriate Research: Review, Synthesis and Outlook

Introduction

The accelerating pace of globalization demands that multinational corporations (MNCs) exercise greater precision in identifying, developing and retaining a suitable pool of talent to fill their international assignment positions. For example, the 2015 Global Mobility Trends Survey reports that 88% of global mobility professionals representing 143 companies expect their international assignment population to either increase or stay the same for the year. Out of those surveyed, 57% of the international assignment population is being relocated either to or from the headquarters (HQ) country (Brookfield, 2015). With this in mind, the chapter specifically focuses on those employees transferred on international assignments *to* the HQ country, and more specifically into the corporate HQ itself. These employees are known as inpatriates (Harvey and Buckley, 1997; Maley, 2009, 2011; Moeller and Harvey, 2011a; Reiche, 2006, 2007, 2011). Recruited from MNCs' subsidiaries or other, third countries, inpatriates are assigned to operate in HQ locations, over varying timeframes, for boundary-spanning purposes that contribute to knowledge transfer (Harzing, Pudelko and Reiche, forthcoming; Reiche, 2011), management development (Bonache, Brewster and Suutari, 2001), and increased diversity in management perspective beyond the level currently able to exploit via expatriate assignments (Harvey, Kiessling and Moeller, 2011; Harvey and Novicevic, 2000a).

Compared to parent-country expatriates, inpatriates have received relatively limited attention in extant literature, and it is our aim to present a synopsis and clarification of the research relating to these frugally recognized yet important members of MNCs' managerial and non-managerial hierarchies. We posit that further

introspection into the inpatriate phenomenon is justified for multiple reasons: (1.) The rapid pattern of globalization warrants HQ to exercise greater control over its subsidiaries across a plethora of diverse national territories; (2.) global hyper-competition entails the need for a global organizational mindset achieved by a global perspective while retaining the ability to act locally; (3.) industry surveys such as Brookfield point to a steady transfer of staff to HQ; (4.) the significance of emerging markets increases the necessity to learn from and understand these markets in real time; and (5.) increasing motivational problems to accept an expatriate assignment due to dual-career issues and challenges related to specific assignment locations squeeze the available talent pool and call for alternative forms of global staffing (see Borici, Borici and Dergjini, 2013; Kim, 2013).

This chapter sets out to define inpatriates and distinguish characteristics of an inpatriate from those possessed by an expatriate, while highlighting the rationale for understanding this cadre of employees in the context of MNCs. The chapter also provides an overview of the limited set of conceptual and empirical works linked to inpatriates and their international assignment experiences. The chapter subsequently addresses the implications of studying and utilizing inpatriates on theoretical and practical grounds in a global mobility context, and ends with a detailed future research agenda.

Inpatriates as a Form of Globally Mobile Employees

The literature is replete with research on expatriates and their value to MNCs. At the same time, with the need to develop an even more capable, high-potential and high-performance global workforce to conquer the hyper-competitive nature of markets surrounding MNCs in developed and emerging nations, the literature on alternative

staffing options is rapidly emerging, including forms such as flexpatriation (Mayerhofer, Hartmann, Michelitsch-Riedl and Kollinger, 2004), virtual assignments, rotational assignments, as well as propatriation, glopatriation (McPhail, Fisher, Harvey and Moeller, 2012), and inpatriation (Harvey and Buckley, 1997; Moeller, Harvey and Williams, 2010; Reiche, 2006). Over the past two decades, few researchers have attempted to highlight and interpret the inpatriate phenomenon. A glance in the rear-view mirror shows a fragmented picture of inpatriate research – relative to its definitions, key focal points, and ways of conducting research – such that it leaves much room for further exploration. For example, early research mostly focused on the conceptualization of inpatriates and only more recently scholars have begun to conduct empirical work.

The inpatriate presents a relatively embryonic global employee when juxtaposed to the expatriate. Seminal works (see Harvey, 1997; Harvey and Buckley, 1997) describe inpatriates as a pool of international employees who are transferred from subsidiaries to corporate HQ. Within the accumulated inpatriate literature however, two divergent views of assignment length and purpose have been conceptualized and followed. Harvey and colleagues, for example, view inpatriation as semi-permanent to permanent relocations mainly with the aim of construing a more diverse global management team at HQ for the purpose of developing a competitive edge through a pluralistic management perspective. Meanwhile, Reiche and others advance the literature with the notion that inpatriates carry utility mostly when employed over a shorter timeframe (Peterson, 2003; Reiche, 2006; Van der Heijden, van Engen and Paauwe, 2009) – usually between two to five years – for developmental and knowledge transfer purposes and to engage in training that allows for responses to future

management challenges globally, not just at HQ. Reiche (2011) has attempted to mediate these two camps by proposing that both interpretations are valid and that integrating them in fact broadens the applicability of the inpatriate construct in academic research and corporate practice. For example, it is argued that a temporary relocation of inpatriates carries greater significance for boundary spanning and knowledge transfer in that shorter-term stays enable better maintenance of social ties at the subsidiary level. At the same time, temporary inpatriates have the ability to diffuse newly-acquired knowledge to the HQ as well as other MNC units (Lazarova and Tarique, 2005), first-hand and face-to-face.

In contrast, long-term stints at HQ may eventually lead to degenerating ties with subsidiaries (Burt, 2000; Reiche, 2012). It can be argued though that long-term inpatriates have the ability to better sustain the relationship desired between two markets as they ensure a consistent top management team perspective that carries momentum beyond two to five years. Semi-permanent to permanent relocations also do not preclude inpatriates from returning, albeit only temporarily, to their home subsidiaries to retain a working knowledge of their previous organization and economic surroundings. It is likewise possible that the longevity of inpatriates is influenced by the organizational level for which the inpatriate is selected. These can include specialists, operations managers, middle managers, senior functional managers and top management team members. We would expect specialists, for example, to remain less likely at HQ for extensive time, and instead return to the subsidiary of origin after they have solved a specific problem. Contextually speaking, inpatriate utility ought to be gauged by the MNC's maturity or stage of globalization as well as its heterogeneity of global operations and intended future strategic thrusts. Given these arguments, we

propose that inpatriates carry value whether engaged in a short- or long-term international assignment format, but their utility must be gauged against a contextual backdrop.

Inpatriates and the management of this global staffing mechanism are still relatively limited to those organizations that understand the value that such individuals can bring. Expatriates and inpatriates, among other staffing options alluded to earlier, play an important part in the global mobility mix employed by MNCs yet their characteristics differ considerably and need to be understood by MNCs to achieve their respective potential. Based on prior work, Reiche, Kraimer and Harzing (2009) provided a first schematic characterization of the differences between inpatriates and expatriates. In this chapter, we take the opportunity to highlight the main differences as per Reiche and colleagues (2009) and extend Table 1 to include additional characteristic differences.

***** Insert Table 1 about Here *****

Inpatriates can deliver a diversity in management perspectives that is often less visible within the manner in which expatriates operate. This diversity can help to develop and perpetuate the highly sought after global mindset in MNCs. Despite their similarities, expatriates and inpatriates differ along several dimensions. Expatriates carry with them the status and influence associated with their role as HQ representatives compared to inpatriates who, as peripheral members of HQ, are unlikely to be approached with the same level of respect and credibility (Harvey and Buckley, 1997). Compared to an expatriate whose role is often to control subsidiary operations (as 'owner' of domestic market knowledge), the inpatriate (as 'owner' of foreign market knowledge) is placed in a boundary-spanning role that, without much initial social

capital at hand (see Moeller, Maley, Harvey and Kiessling, forthcoming), is greeted with limited status and influence at HQ.

Adjustment challenges for inpatriates are notably greater than those for expatriates. Inpatriates are not only confronted with pressures to respond to a change in national culture but also need to be socialized and acculturated to the MNC's HQ corporate culture. Expatriates already have a working understanding of the HQ corporate culture and it enables them to instil, or rather impose, elements of this culture upon the subsidiaries to which they are sent. Another difference between the two staffing options lies in the level of goal congruency and the behavior arising from it. Goal congruency reflects the extent to which the HQ and its subsidiaries share common performance expectations or requirements for inter-unit resource flows. High goal congruency decreases HQ control needs towards the subsidiary and a MNC's primary aim will be to continuously minimize information gaps between the HQ and its subsidiaries by use of inpatriates. By contrast, under conditions of low goal congruency, the MNC will use expatriates in order to exert control over the subsidiary, enforcing compliance with HQ strategies.

Employing inpatriates also helps to diversify top management team perspectives on global strategies (Harvey, Speier and Novicevic, 1999a). Expatriates mainly assist to deliver these strategies to subsidiaries and as such their contribution to generating diversity is classified as rather low. By contrast, the use of inpatriates increases the cultural diversity and multicultural staff composition at HQ. This scenario fosters what resembles a geocentric as opposed to an ethnocentric approach to staffing. In general, the need for inpatriates would be dependent upon the MNC's stage of globalization. Early stages of globalization call for a lower need to employ inpatriates, while

expatriates are in demand to ensure stability and early momentum of operations, and align corporate culture across the globally dispersed units. However, MNCs that carry a more prolific global presence (i.e., have a more mature level of globalization) mandate the presence of inpatriates to build and maintain inter-unit relationships.

Review of Existing Inpatriate Work

To provide the most comprehensive review of the inpatriate literature possible, we conducted a thorough search of relevant databases. A targeted search for refereed journal articles and book chapters led to a list of 67 inpatriate references across conceptual and empirical works. The search incorporated the following criteria: (a) in the Business Source Complete and ABI/Inform Global Databases we searched for the terms 'inpatriat*' and 'impatriat*' in title, abstract or keywords; (b) in Google Scholar we searched for the terms 'inpatriation,' 'inpatriate' or 'inpatriates' in title; and (c) in Google Scholar we searched for 'inpatriation' or 'inpatriate' within the sources that cite Harvey and Buckley's (1997) seminal work published in the *Journal of World Business*. Conference papers were excluded.

Conceptual Contributions

The practicality of only relying on expatriate managers in MNCs is becoming increasingly debatable with regard to their ability to manage the escalating demands in the global marketplace. Extant literature, although limited, has described inpatriates as agents bringing value to the MNC and its global operations, and has described their place in the strategic global human resource management (SGHRM) system relative to selection and integrating mechanisms. The following paragraphs attempt to summarize these works in a parsimonious way.

Systemic Integration of Inpatriates. Given the vastly different characteristics of inpatriates, it is unfitting that systems designed for expatriates are simply applied to the inpatriate pool (Harvey, Mayerhofer, Hartmann and Moeller, 2010). Prior to the work by Harvey in 1997, Barnett and Toyne (1991) and Solomon (1995) put the inpatriate onto the academic map by identifying inpatriates as a viable staffing method. In 1997, Harvey and Buckley published a piece suggesting that the use of inpatriates is one way to extend a domestic core competency (usually associated with a western, U.S. orientation) to a global core competency (Harvey and Novicevic, 2000b), which ought to lead to a competitive advantage (Harvey, Speier, and Novicevic, 1999b). Employing inpatriates would develop new knowledge (Azar, 2012) and spark the multicultural attitudes required for global success, something that expatriates have failed to accomplish to a large extent (Harvey et al., 2011).

The literature considers that a stronger commitment from senior managers and from corporate HR in general is needed to develop the appropriate and innovative HRM activities and policies that can successfully attract, develop and retain these types of employees (Azar, 2012; Harvey and Novicevic, 2000b; Harvey, Novicevic and Speier, 1999; Harvey, Novicevic and Speier, 2000a). Collings, Scullion and Dowling (2009) clearly state that properly implemented SGHRM systems designed for both expatriate and inpatriates can facilitate corporate integration. Integration enables inpatriates to build and perpetuate inter-organizational relationships (Griffith, Zhang and Cavusgil, 2006; Kiessling and Harvey, 2006) across strategic alliances and along the supply chain (Kiessling, Harvey and Garrison, 2004). The systemic integration of inpatriates has also been contextualized to reach out to emerging market needs (Borici et al., 2013; Harvey, Novicevic and Speier, 2000b; Harvey, Myers and Novicevic, 2002). If inpatriate-

specific systems are left unattended it can lead to enormous costs for both the MNC and individual inpatriates (Guimarães-Costa and Pina e Cunha, 2009).

Selection and Integration of Inpatriates. Extant conceptual inpatriate literature can further be categorized into works written in the realm of selection practices and practices of integration. A critical element of the selection process is to identify inpatriates who possess local market knowledge and contacts and who can maintain on-going personal relations in foreign markets and help contextualize tacit social knowledge (Harvey, Kiessling and Novicevic, 2003; Harvey et al.,, 1999a; Harvey, Speier and Novicevic, 2001). The extant inpatriate selection research already goes beyond mere generic application. Harvey and Mejias (2002), for example, extended inpatriate research to address an apparent IT manpower shortage for US domestic and US multinational organizations. Harvey, Hartnell and Novicevic (2004) discussed an inpatriation selection program in a healthcare industry context, while Harvey, Buckley and Novicevic (2006) examined the liability of foreignness issues in hiring inpatriate nurses, and Harvey and Novicevic (2002) examined the staffing options for marketing managers. Selection mechanisms would appear to be contextually dependent which is why Harvey, Novicevic and Kiessling (2002) proposed a multiple IQ approach to help match the inpatriate's portfolio of abilities with the type of assignment.

In extant literature, the integration of inpatriates into corporate HQ encompasses several streams of work, too numerous to address in detail herein. A few select examples include: Inpatriate training (Harvey, 1997), management of culture shock for inpatriates and their families through realistic relocation reviews (Harvey and Fung, 2000), ethical expectation management (Novicevic, Buckley, Harvey, Halbesleben and Rosiers, 2003), global leadership training to attain political skill and political capital

(Harvey and Novicevic, 2004; Moeller and Harvey, 2011b), supressing stigmatization through the development of inpatriate-specific processes/programs (Harvey, Novicevic, Buckley and Fung, 2005; Moeller and Harvey, 2011b), socialization patterns across sociocultural and psychological domains (Moeller, Harvey and Williams, 2010), an examination of antecedents to trust building (Harvey, Reiche and Moeller, 2011) and management of hardships (Moeller and Harvey, 2011a).

Empirical Contributions

The inpatriate literature is sprinkled with few but meaningful and insightful empirical contributions. Sixteen empirical works have thus far been published on the inpatriate topic. This section will outline the empirical contributions by themes identified by the authors. The following themes are apparent as displayed in chronological order in Table 2: The strategic use of inpatriates, developing inpatriate competency, building inpatriate social capital, and the psychological contract of inpatriates.

***** Insert Table 2 about Here *****

Using Inpatriates Strategically. Peterson (2003) drew on interviews with key officials of 46 Western European and American multinational subsidiaries and joint ventures in the Czech Republic, Poland, Hungary, Bulgaria and Romania to identify the role and strategic use of expatriates in their operations. Results of this study suggest that overall the trend is for Western-based MNCs to reduce their use of expatriates over time, while increasing their use of inpatriate assignments as a means of creating a larger pool of talent in the MNC and to serve as change agents within the organization. Similarly, Tungli and Peiperl (2009) asked 136 large MNCs by use of a mail survey to describe their current international staffing policies and practices, and in some cases,

their intentions for future practice. The authors note marked changes in international

staffing practices over time, with regard to staffing, selection, training and success. In

2010, Collings, McDonnell, Gunnigle and Lavelle conducted a large-scale empirical

study of MNCs in Ireland. Using the resource-based view and neo-institutional theory,

the authors developed and tested a theoretical model to explain outward staffing flows.

Findings indicated that staffing flows from subsidiaries to the HQ and to other

subsidiaries are fairly common, albeit in still small absolute numbers. A more recent

study expanding Tungli and Peiperl (2009) and Collings et al. (2010) found further

substantial increases in the use of both inpatriates and third country nationals in MNCs

(Harzing et al., forthcoming). Taken together, the four studies summarized above point

to the growing strategic use of inpatriates as a way to achieve a global core competency

at HQ locations.

Developing Inpatriate Competency. Peppas and Chang's (1998) exploratory

study sought to identify and understand cultural issues affecting the integration of

foreign-born individuals into firms in rural Georgia in the United States. Results showed

that issues faced by inpatriates go beyond cultural issues and also involved family

issues. Harvey and Miceli's (1999) exploratory study demonstrates why inpatriates need

specialized training programs to facilitate and accelerate their acculturation process both

to the national and organizational culture. Training programs need to accommodate

country differences and this is especially important when crossing from developed to

emerging markets and vice versa. Tharenou and Harvey (2006) contribute to the

inpatriate literature by enhancing the understanding of how MNCs staff international

management positions using a sample of top Australian MNCs across a range of

industries. They found that Australian MNCs appear to use inpatriates primarily for

management development purposes, to share knowledge, and to internationalize the organization.

Building Inpatriate Social Capital. A body of empirical work surrounds inpatriates' creation of social capital and its benefits. In 2006, Reiche reported the results of exploratory interviews with 13 inpatriates assigned to the HQ of three German MNCs. The study's results point to the relationships and bilateral knowledge transfer between inpatriates and HQ staff as the main corporative motive for inpatriation, and highlight the need to consider long-term assignment outcomes that appropriately reflect this strategic inpatriation motive. Reiche (2011) further examined individual-level knowledge transfer in MNCs from an inpatriate perspective. Based on a sample of 269 inpatriates in ten German MNCs, the author found that inpatriates' boundary spanning is positively related to inpatriates' individual efforts to transfer knowledge and inpatriates' perceptions of HQ staff efforts to acquire subsidiary-specific knowledge.

In 2012, Reiche integrated social resources theory and social exchange theory arguments to examine the knowledge benefits that international assignees' host-unit social capital entails upon repatriation. Assignees' host-unit social capital positively related to continued access to host-unit knowledge and continued transfer of host-unit knowledge to colleagues in assignees' new positions. The study utilized a longitudinal sample of 85 inpatriates in ten German multinationals.

Gertsen and Søderberg (2012) drew on a qualitative case study of inpatriation in a globalising MNC headquartered in Denmark. Based on an analysis of in-depth interviews with inpatriates from China, the US, Brazil and Japan, the authors found that inpatriates can act as cultural mediators when developing and transferring a global company's corporate culture, as a result of inpatriates' perceptions of the case

company's corporate values of openness, empowerment and work-life balance. Reiche, Kraimer and Harzing (2011) apply an organizational embeddedness perspective to examine international assignees' retention in the organization using a sample of 143 inpatriates in ten German multinationals. With retention measured two and four years later, results show that inpatriates' trusting ties with HQ staff and their fit with the HQ positively relate to their firm-specific learning and their perceived career prospects, and that the latter predicts their retention two and four years later.

Most recently, Harzing, Pudelko and Reiche (forthcoming) drew on the knowledge-based view of the firm to examine the relationship between different categories of international assignees and knowledge transfer in MNCs. Data was taken from more than 800 subsidiaries of MNCs in thirteen countries. By disaggregating the role of knowledge transfer across management functions, directions of knowledge transfer, and types of international assignees, they found that (1) expatriate presence generally increases function-specific knowledge transfer from and, to a lesser extent, to HQ; and that (2) the relevance of expatriates and former inpatriates varies for knowledge flows between HQ and subsidiaries. Interestingly, they found that compared to expatriates the presence of former inpatriates appears to be more strongly related to knowledge transfer both from and to HQ.

Understanding the Inpatriate Psychological Contract. In 2009, Maley explored the extent, nature and limitations of performance appraisals of inpatriates and the subsequent influence that appraisals may have on the psychological contract of these employees. In a study of 18 in-depth interviews, using a grounded theory methodology, she found that the inpatriate manager's experience of his/her performance appraisal frequently results in a perception of violation of his/her psychological contract with the

organisation. Maley and Kramar (2010) examined aspects of the working experiences of the managing directors of Australian subsidiaries of European, UK and US MNCs in a sector of the healthcare industry. The findings indicate that progression to the most advanced stage of subsidiary structural development, namely regionalisation, was not perceived as a positive or beneficial experience for the majority of inpatriates.

Further, Maley (2011) adopted a qualitative research design to explore the influence of various HRM strategies on the performance management of inpatriate managers, in a sector of the Australian healthcare industry. Evidence suggests that the type of HRM strategy used has a significant impact on the purpose and acceptability of the entire performance management process. Most recently, Cerdin and Sharma (2014) posited that inpatriates ought to be understood from a global talent management (GTM) perspective (see also Moeller, Maley, Harvey and Kiessling, forthcoming). In a case study of an MNC headquartered in France, the authors demonstrate that if inpatriates are managed properly, it can create positive outcomes for both the inpatriate and the wider organization.

Implications for Theory and Practice

Our review of the state-of-the-art of inpatriate research leads us to point to a number of implications for both theory and practice. In this section, we will discuss five main implications: integration of theoretical approaches, new theoretical approaches, levels of analysis in the conceptualization of the inpatriate experience, consideration of additional constructs, and practical contributions.

Theoretical integration. In many ways, inpatriates have benefited from broader theoretical attention than their expatriate counterparts, given the lack of theory development that several scholars used to point to in the earlier international assignment

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literature (e.g., De Cieri and Dowling, 1999; Thomas, 1998). While the picture seems to have changed (see Tharenou, 2015), even the earlier conceptual inpatriate research has drawn from a range of theoretical perspectives as diverse as agency theory, transaction cost theory, attribution theory, or social cognitive theory. These conceptual advances have been useful to identify and contextualize inpatriation as a distinct staffing form within MNCs.

What is more, inpatriate research has traditionally had a relatively stronger focus on conceptual as opposed to empirical work, so it would be inappropriate to characterize inpatriate research as under-theorized. However, the plethora of theoretical approaches may risk fragmentation of the inpatriate literature unless these perspectives can be better integrated. One way to achieve theoretical integration is to explicitly test the boundary conditions of a particular theory and conceptualize under which settings alternative theoretical arguments may hold. An example is the study by Reiche (2012) that integrated social resources theory and social exchange theory arguments to explain returning inpatriates' ability and motivation to access and transfer host-unit knowledge, highlighting alternative mechanisms through which these knowledge benefits occur.

Another manner to theoretically integrate across existing work is to explicitly consider defining characteristics of the inpatriate construct as theoretically relevant categories. For example, as alluded to earlier, scholars have focused on different lengths of inpatriate assignments as a characteristic trait. However, assignment duration could also play a more substantive role in explaining the inpatriate role, for example as a predictor of interpersonal trust at HQ (Harvey et al., 2011), of acculturation and adjustment processes, or of repatriation challenges. In a similar vein, the hierarchical level of the inpatriate, thus far considered more as a definitional trait (see Reiche et al.,

2009), may in fact entail scope for further theorizing, for example by explicating

conditions under which inter-unit social capital is more likely to be built and

maintained, or examining differences in how corporate cultural values are perceived

(see Gertsen and Søderberg, 2012). More broadly, other definitional traits also deserve

theoretical attention. For example, thus far research has implicitly viewed the use of

inpatriates as initiated by the organization, as illustrated by our earlier definition of

inpatriates as individuals recruited from MNCs' subsidiaries or other, third countries.

However, given the growing interest in self-initiated expatriates (Tharenou, 2015) – and

at the risk of further complicating the international assignment terminology – it may be

worth considering self-initiated (SI) inpatriates and contrasting their experiences and

HR support from organization-assigned (OA) inpatriates.

Theoretical integration can further be achieved by explicitly conceptualizing

multi-level models. For example, Collings et al. (2010) integrated the resource-based

view and neo-institutional theory to conceptualize both organizational and macro-

contextual predictors of staffing flows. Despite this initial work we would encourage

scholars to continue to contrast, compare and integrate theoretical approaches to

studying inpatriates in corporate HQ settings.

New theoretical approaches. In addition to necessary theoretical integration,

other theoretical lenses are fruitful to further our understanding of the inpatriate

phenomenon over and above what we already know. In particular, we see the need for

foundational or overarching theories that can help guide, structure and advance the

inpatriate field. To that end, we propose three innovative theoretical ideas that hint at

the need for further examination of: 1.) the role and relative salience of various demands

and resources that inpatriates encounter during their assignment; 2.) career-related

decisions made by inpatriates and MNCs at relevant stages of the assignment; and 3.) the process of the inpatriate experience within the context of the wider MNC and its SGHRM system.

The first theoretical lens is the Job Demands-Resources model (Demerouti, Bakker, Nachreiner and Schaufeli, 2001). The theory has been used in the expatriate literature to conceptualize how various demands (i.e., negative aspects of the expatriate experience that tax individuals) and resources (i.e., positive aspects of the expatriate experience that assist with the achievement of goals) influence expatriates during their relocations (Lazarova, Westman and Shaffer, 2010). The Job Demands-Resources model would help to theoretically integrate known barriers that inpatriates face during their postings. These barriers could include emotional demands (e.g., stigmatization),heightened cultural challenges, or factors such as instrumental support (e.g., training and socialization practices provided by the MNC) and social capital.

A second theoretical lens, a stage model, refers to examining the various career-related decisions that both the individual and the MNC need to make relative to an inpatriate assignment. Focusing on global work decisions more broadly, Chen and Shaffer (2015), for example, conceptualize an exploration stage before arrival in the host country, an establishment stage upon arrival involving the physical relocation and initial adjustment, and an embeddedness stage, when the global professional becomes integrated in the host country. The authors then discuss specific individual and organizational decisions that reach from personal readiness concerns and candidate selection to adjustment, community integration and long-term retention. We would equally expect that inpatriate postings entail a number of career-related decisions for the

individual inpatriate and the organization at various stages of the assignment. Hence, applying this model to the inpatriate domain may help structure specific future research.

The third theoretical lens suggests that the inpatriate field, and indeed the international management domain more generally (Molinsky, 2013), would benefit from a more explicit consideration of process theories. For example, a process perspective would enable scholars to study how the inpatriate experience evolves over time and as a function of how the individual inpatriate adjusts to the HQ context. This would also allow us to understand at what point of the inpatriate posting relevant milestones can be achieved, including the development of key social ties (Reiche, 2012) or interpersonal trust (Harvey et al., 2011), and at what point a return to the home market may be necessary to maintain and update critical local knowledge and relationships. Such work would provide us with a more fine-grained understanding of the optimal timeframes of inpatriate transfers, and the conditions under which these need to be adjusted.

Levels of analysis. Another set of implications refers to the primary level of analysis that current research has adopted. Despite some conceptual work (e.g., Harvey et al., 2005), initial exploratory studies (e.g., Harvey and Miceli, 1999; Maley, 2009; Reiche 2006) and a few quantitative analyses (Reiche, 2011, 2012), significantly less research has focused on the individual inpatriate and the psychological processes associated with the inpatriate experience. Instead, as demonstrated in our review, previous work has primarily addressed the systemic and strategic use of inpatriation as a staffing option, as well as the selection and integration of inpatriates within the host corporate and national context. As a result, we still know little about how exactly inpatriates perceive their relocations and the process through which they become effective as boundary spanners. For example, how do inpatriates develop political skills

within the HQ (Harvey and Novicevic, 2004) and which factors predict its development? Notwithstanding the exploratory evidence (Reiche, 2006) that inpatriates may differ in their choice of acculturation modes (Berry, Kim, Power, Young and Bujaki, 1989), it is also unclear how these acculturation modes may influence relevant inpatriate outcomes. For example, recent work suggests that the marginalization mode, which entails a low need for individuals to preserve their own cultural identity and a low attraction to another cultural group may in fact carry benefits because marginalized individuals are less susceptible to identity threats (Fitzsimmons, Lee and Brannen, 2013).

Further, few studies have attempted to explicitly cross levels of analysis to elaborate the inpatriate phenomenon (for an exception see e.g., Collings et al., 2010). This means that individual-level studies remain disconnected from the macro-level implications of managing inpatriates. Building on the notion that intended HR practices are likely to differ from how they are perceived by individual recipients (Minbaeva, forthcoming; Wright and Nishii, 2007), multi-level studies would help us understand how the proposed HR solutions to the management of inpatriates and broader SGHRM systems will actually translate into individual responses and outcomes.

Additional constructs. While previous research has contributed to completing the nomological network of constructs relevant to understanding the experience and management of inpatriates, our review also points to additional variables that may be theoretically relevant. For example, while previous research has pointed to the critical adjustment challenges that inpatriates face, both regarding the national and organizational culture, we know relatively little about how inpatriates experience adjustment relative to their expatriate counterparts. This is even more important given

that the adjustment construct itself has come under increasing academic scrutiny. For example, recent work has reconceptualised adjustment in terms of the degree of psychological comfort an individual feels towards the tasks and responsibilities of a particular role and towards navigating relationships with other actors in the role (Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman and Wurtz, forthcoming). Given existing differences between inpatriates' and expatriates' primary roles and tasks we would expect that role adjustment itself also varies for both forms of assignees.

Similarly, there is evidence that expatriates develop an international employee identity that may lead to identity strain upon return (Kraimer, Shaffer, Harrison and Ren, 2012). This may be particularly relevant for semi-permanent inpatriate transfers because a more prolonged assignment duration will make it more likely that the individual's role as an inpatriate becomes a central element of his or her self-concept. Similarly, in cases where inpatriates face significant levels of stereotype threat at HQ (Harvey et al., 2005) they may suppress their home-country identity leading to more salient identity strain upon return.

Practical contributions. In many ways, organizations seem to make use of inpatriates much more frequently than the academic literature lets us assume. In fact, recent research among more than 800 subsidiaries of MNCs headquartered in over 25 countries has suggested that expatriates and inpatriates are increasingly used to a similar extent (Harzing et al., forthcoming): Per 100 employees, each subsidiary had on average 1.16 former inpatriates and 1.22 expatriates. Accompanying this growing corporate interest from an academic perspective thus promises additional benefits for the management of inpatriates. To that end, extant literature provides a number of implications. Research has provided an in-depth analysis of necessary HR support

practices along the entire inpatriation process, including inpatriate selection (Harvey et al., 2003), training (Harvey, 1997), expectation management (Novicevic et al., 2003), and repatriation and career planning (Reiche, 2012).

Conceptual work has also provided guidance regarding how inpatriates fit into the growing global mobility mix that MNCs draw on to staff their operations, especially relative to expatriates, third-country nationals or local nationals. For example, inpatriates complement traditional parent-country expatriates for ensuring organizational control (Kiessling and Harvey, 2006) and serve as a particular means to tap into local market knowledge and social contacts in the subsidiary environment (Harvey et al., 2003). Further, inpatriates are specifically useful at high levels of information asymmetry and goal congruency between HQ and foreign subsidiary (Harvey et al, 2001a). Accordingly, staffing with inpatriates provides MNCs with an expanded toolbox to address the challenges of globalization and different staffing options to their strategic needs.

Where Next? A Future Agenda of Inpatriate Research

Beyond several direct theoretical implications outlined in the previous section our reading of the literature also points to a number of future directions for inpatriate research. A first aspect concerns the continued relative shortage of empirical work to further validate the use of inpatriates as a legitimate staffing method. Many of the conceptual propositions regarding (1) the relative suitability of inpatriates as a staffing form and (2) an improved management of inpatriates still await empirical support. Given the existing and steadily growing use of inpatriates in MNCs in light of expatriate employment (see Harzing et al., forthcoming), data availability and requirements should be less of an obstacle than in the past and we would strongly encourage scholars to test

existing conceptual advances. In addition, as addressed in the previous section, there is a need to better integrate existing theoretical lenses and explicitly test the boundary conditions of conceptual arguments. While further conceptual work is of course desirable, without sufficient integration and empirical validation the field risks to become increasingly fragmented. While fragmentation may be a sign of a still underdeveloped research domain, it is a serious barrier to future scientific progress (Pfeffer, 1993).

Fragmentation can also derive from ill-defined sample criteria, leading to difficulties in comparing different inpatriate samples. We therefore encourage future research to clearly define and outline the type of inpatriates considered in empirical studies. Relevant sampling criteria include aspects such as assignment duration (temporary vs. semi-permanent to permanent relocations), hierarchical level (managerial vs. non-managerial relocations), locus of transfer initiative (organization-assigned vs. self-initiated relocations), and other diversity criteria such as gender and level of economic development of the home country (developing, emerging, or developed country-of-origin).

While previous research has discussed inpatriates as a staffing option relative to traditional expatriates, third-country nationals and host-country nationals, it is less clear how the use of inpatriates fits with the growing mix of alternative forms of global work arrangements such as flexpatriation, virtual assignments or rotational assignments. As a result, we need more compelling typologies that compare and contrast the increasingly fragmented group of global professionals, of which inpatriates form an integral part (for a notable exception see Shaffer, Kraimer, Chen and Bolino, 2012).

Just as the international business literature has begun to study alternative forms of organizations beyond the publically held MNC (e.g., Cuervo-Cazurra, Inkpen, Musacchio and Ramaswamy, 2014), we believe that studying inpatriates in different organizational contexts would be fruitful, including family-owned firms, state-owned enterprises and born globals. In particular, it would be interesting to contrast inpatriates, across the contexts immediately above, in developed MNCs with those assigned to the HQ of emerging market multinationals. This additional contextual variation will assist researchers in refining the relevant selection criteria and establish boundary conditions for our existing understanding of inpatriate selection.

There are a number of additional questions that deserve future research attention. It is perhaps surprising that the repatriate challenges as highlighted in the expatriate literature (Lazarova, 2015) have not equally featured in inpatriate research. This may be explained by (1) a relative focus on more permanent inpatriate postings and (2) the finding that turnover rates of repatriated inpatriates appear to be significantly lower than for parent country expatriates (Reiche et al., 2011). However, we would still expect the study of repatriates and their experiences upon return to their home country to be of high importance, especially in the case of inpatriates from smaller foreign subsidiaries where career paths upon return would appear to be much more limited than in the case of parent country expatriates returning to HQ. This contextual discrepancy has important consequences for the design of career paths of inpatriates that go beyond the focal subsidiary context. Along these lines, it would also be fruitful to study, in depth, inpatriates' perceptions of their future careers within the MNC, and contrast their withdrawal cognitions with those from traditional expatriates.

Similarly, reflecting the increased research on the work-family interface of international assignees (Lazarova et al., 2010), we would also encourage scholars to examine the family implications on inpatriate assignments, especially in the case of semi-permanent to permanent relocations. In the case of temporary postings, initial evidence suggests that inpatriates from developing and emerging markets may be less likely to relocate with their whole family and instead see the inpatriate posting and the benefits associated with it as a way to improve the family's financial stability back home (Reiche, 2006).

Another relevant stakeholder group for inpatriates are host-country nationals and HQ staff in particular. In general, host-country nationals serve as important socializing agents and providers of support for international assignees (Toh and DeNisi, 2007). To be able to effectively provide support to inpatriates, HQ staff faces similar challenges of adjusting to cross-cultural interactions, and this may be even more pronounced given existing parochialism at HQ and stigmatization towards foreign employees coming from the MNC's periphery (Harvey et al., 2005). Nevertheless, HQ staff, and by extension also staff in the inpatriate's home unit, also serve as an interesting unit of analysis in and of itself to further our understanding of inpatriates. Specifically, theorizing about and empirically assessing the view of inpatriates' counterparts, at HQ and home units, would provide a complementary perspective towards the inpatriate experience and some of the key constructs considered, such as boundary spanning, social capital building, and knowledge transfer. This calls for more sophisticated research designs with matched samples and, ideally, repeated assessments over time.

Finally, employing inpatriates at senior hierarchical levels is one of the most effective means to help increase top management team diversity in MNCs, which

however continues to remain at a fairly paltry level for most Fortune Global 500 companies (Ghemawat and Vantrappen, forthcoming). To that end, we also need to better understand the factors that currently prevent inpatriate talent to enter the C-suite at HQ and examine the SGHRM infrastructure necessary for promoting such diversity, as well as other dimensions of diversity (e.g., gender), at the top.

In sum, the current nature of inpatriate research allows for further examination of the topic. This chapter now proceeds to capture what can be considered a sample of concerted research questions spread across the themes of inpatriates operating within the MNC's SGHRM system, their career prospects and family circumstances. We again bring to the forefront that the proposed research questions also need to be examined using the boundary conditions highlighted (i.e., assignment duration, hierarchical levels and locus of transfer initiative, size of the MNC, to name a few). A balanced effort relative to conceptual and empirical (both quantitative and qualitative) research is desirable, as are papers that address the practical implications impacting MNCs, their HRM departments, inpatriates and accompanying families directly.

Conclusion

After nearly 20 years of research on the inpatriate phenomenon, the field has certainly made progress in our understanding of what drives the inpatriation of foreign nationals to a MNC's HQ, as well as the antecedents and dimensions of inpatriate success. Advancing our knowledge on how to manage inpatriates effectively and support the inpatriate experience is particularly important given the growing use of inpatriates in MNCs. Our review however indicates that much remains to be done providing researchers with ample opportunity to continue to contribute to the field. Integrating inpatriates more systematically within the growing tool box of different

forms of global mobility promises to open a myriad of future research opportunities that

can help inform research on international human resource management and global

mobility, as well as corporate practice.

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Table 1: Inpatriate and Expatriate Differences

Characteristics	Inpatriate	Expatriate
Primary Role/Task/Job	Boundary-spanning	Control
Main Strength of Knowledge	Foreign market knowledge	Domestic/HQ market knowledge
Perceived Status by Locals	Peripheral member	HQ Representative
Level of Influence in Host Unit	Low	High
Focus of Cross-Cultural Adjustment	Organizational and National Culture	National Culture
Goal Congruency between HQ and Subsidiary	High	Low
Value through Diversity	High	Low
MNC Staff Composition	Geocentric	Ethnocentric
MNC Stage of Globalization (Early vs Mature)	Low vs High	High vs Low

Extended from Reiche, Kraimer and Harzing (2009)

Table 2: Empirical Inpatriate Literature Contributions

Authors	Research Objectives	Sample & Research Design	Main Findings
Harvey and Miceli (1999)	- To identify how to effectively train inpatriate managers to adapt to the internal corporate culture as well as external environment in North America	- Survey of students studying business courses at university in various countries - Factor analysis followed by cluster analysis - MANOVA and univariate ANOVAs	- US differ from other foreign countries - Adaptations are proposed to the training process to accommodate differences
Peterson (2003)	- To study the experience of American and Western European MNCs regarding the use of expatriates and inpatriates in their foreign operations since the fall of the Berlin Wall in 1989	- Interviews of 46 MNC operations over four years in Czech Republic, Poland, Hungary, Bulgaria, and Romania	- Western-based MNCs intend to (a) reduce use of expatriates over time; (b) increase use of inpatriate assignments to create larger talent pool; (c) use host country as a means of exposing nations to world standards of performance - Host country nationals have more rapid career growth in former Communist nations than counterparts in industrialized nations
Reiche (2006)	- To examine inpatriate assignments, in a single cultural context, at German MNCs' HQs in terms of their purpose, success dimensions and influencing factors	- Multiple, comparative case study design - Open-ended, unstructured interviews with 13 inpatriates from different countries-of-origin at three MNCs' German HQs	- Knowledge flow occurrence is influenced by acculturation attitudes, host language fluency and host nationals' ethnocentrism, and motivational aspects such as the corporate disclosure of subsequent career growth opportunities
Tharenou and Harvey (2006)	- To extend the understanding of the staffing of Australian MNCs' management - To examine the applicability of the theories to Australian MNCs - To extend the arguments of the theories to explain the newer options for staffing MNCs.	- Semi-structured interviews of Australian MNC executives	- Host country managers are less preferred than parent country managers to run operations abroad - Host country managers appear to be used when they can reduce risk and are least risky for the firm
van der Heijden, van Engen, and Paauwe (2009)	- To examine the perceived career support (PCS) and its consequences for inpatriates and expatriates	- Survey of 100 in- and expatriates of a Dutch-based MNC operating in the food and personal care industry - Scale measuring perceived career prospects outside the home organization was newly developed - All items were measured on a seven-point Likert scale	- PCS is a 'best practice' in reducing the strategic and financial costs involved with in/expatriate turnover and underperformance - PCS positively influences in/expatriates' career prospects within the home organization - In/expatriates working for this Dutch-based MNC organization still value 'traditional' career paths within the boundaries of the home organization

Maley (2009)	- To explore two critical components of human resource management: the appraisal and the psychological contract	- 17 interviews of inpatriate managers from different health care MNCs in Australia	- Inpatriate appraisals are limited because of MNCs' short-term emphasis on the bottom line - Inpatriates are disadvantaged by remote relationship with supervisor - If MNCs improve appraisal process it will enhance the inpatriate psychological contract and engender commitment and loyalty
Tungli and Peiperl (2009)	- To examine converging or diverging trends of expatriate management	- 6 interviews with HR professionals of MNCs represented in London followed by a mail survey (sent to American, British, German, and Japanese MNCs, n=136)	- MNCs note changes in international staffing practices over time, with regard to staffing, selection, training and success - Marked increase in the use of inpatriates and third country nationals
Collings, McDonnell, Gunnigle, and Lavelle (2010)	- To develop a model of the nature of outward staffing flows from foreign-owned MNE subsidiaries in Ireland and to test it empirically	- Structured questionnaire (n=213) was used that considered five aspects of HRM: pay and performance management, employee representation and consultation, employee involvement and communication, and training, development, and organizational learning - Dichotomous, multiple choice, list, ranking, quantity styled questions, and open-ended questions	- Staffing flows from subsidiaries to the HQ and other subsidiaries are common - Although the absolute number of both types of assignees tends to be small (the median was two assignees in both instances), inpatriates and TCNs, in particular, are used in a wide range of MNEs
Maley and Kramar (2010)	- To explore the impact that different IHRM structural approaches have on medium-sized Australian subsidiaries	- 18 interviews with inpatriate managers in a sector of the healthcare industry - NVIVO	- Progression to the most advanced stage of subsidiary structural development, namely regionalization, was not perceived as a positive or beneficial experience for the majority of inpatriate managers
Maley (2011)	- To examine the impact of strategic change on one of the most critical HRM processes, the performance appraisal of inpatriates	- 18 interviews	- Parent HRM strategy is found to have (a) a strong overriding influence on the HRM strategic policies in the subsidiary, which in turn had an effect on all subsidiary employees, and (b) a substantial impact on the value and purpose of the appraisal - For inpatriates, frequent face-to-face contact with supervisor, appropriate and regular feedback and appraisal follow-up are critical
Reiche (2011)	- To investigate some of the determinants that facilitate knowledge transfer from inpatriates to HQ staff	- 269 online surveys at the HQs of 10 German MNCs - EFA and regression analyses	- Knowledge benefits are generated through assignees' brokerage of home- and host-unit social ties - Existence of perceived HQ absorptive capacity and mentoring by HQ staff provide the necessary conditions under which knowledge transfer from inpatriates to HQ staff is more or less likely to occur

Reiche, Kraimer, and Harzing (2011)	- To test factors that are thought to embed international assignees in the organization	- Online survey of 143 inpatriates at 10 German MNEs' HQs and archival retention data - Ego-network and perception-based question format	- Inpatriates' trusting links with HQ staff and their fit with the HQ relate positively to their firm-specific learning and their perceived career prospects; the latter predicts their retention 2 and 4 years later
Gertsen and Søderberg (2012)	- To explore the potential of inpatriates as mediators of knowledge flows between HQ and subsidiaries	- Case study of inpatriation at MNC headquartered in Denmark - Sample of inpatriates from the People's Republic of China, USA, Brazil and Japan	- Inpatriates' knowledge is seemingly not exploited in a systematic manner - Inpatriates' perceptions of the case company's corporate values of openness, empowerment and work-life balance point to their potential as cultural mediators in corporate culture transfer
Reiche (2012)	- To develop and examine a conceptual model that theorizes about the role of inpatriates' ability and motivation to access and transfer host-unit knowledge upon repatriation	- First survey: Online survey of 286 inpatriates at 10 German MNCs' HQs - Second survey: Follow-up survey 2 years later with sample of 113 respondents	- Repatriate knowledge sharing includes benefits to the organization and benefits to the repatriate - Inpatriates' structural host-unit social capital relates to repatriate access to host-unit knowledge whereas inpatriates' relational host-unit social capital relates to both their access to and transfer of host-unit knowledge upon return
Cerdin and Sharma (2014)	- To explore the extent to which inpatriation can contribute to MNCs' efforts of managing talent globally - To examine how effectively individuals utilize inpatriation opportunities for building their networks	- Case study research approach in one MNC headquartered in France	- Inpatriation does not always bring expected outcomes in terms of skills acquisitions and network and relationship building, in particular when global talent management is not its primary driving force - MNCs need to centralize inpatriation management at their HQ and establish better communication between the subsidiaries and the HQ
Harzing. Pudelko, and Reiche (forthcoming)	- To examine the extent to which expatriates heading up specific functional areas is linked to knowledge transfer from and to HQ in each of these functions - To examine the relative extent to which expatriates and former inpatriates contribute to knowledge transfer from and to HQ	- Sample of foreign subsidiaries of MNCs in thirteen countries - 817 online and paper questionnaires	- Knowledge transfer *from* HQ was significantly higher in all but one functional area in subsidiaries that employed an expatriate rather than a local manager as head of the respective functional area - Inpatriation appears more important than expatriation in terms of facilitating knowledge transfer from and especially to HQ